MULTIMEDIA **UNIVERSITY**

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FINAL EXAMINATION

TRIMESTER 1, 2018/2019

DOB 5018 – ORGANISATIONAL BEHAVIOUR
(For Diploma students only)

19 OCTOBER 2018
3.00 P.M – 5.00 P.M
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **9 pages** with 4 sections.

2. For Sections A and B, shade your answer in the OMR sheet provided.

3. For Sections C and D, write your answers in the answers on the Answer Booklet provided.

Section A: Multiple Choice Questions (Total: 40 Marks)
Instruction: Answers for this section should be shaded on the OMR form.

1. Which of the following refers to the purpose of organisational behaviour study?

   a. To better understand management.
   b. To improve an organisation's effectiveness.
   c. For balance diversity.
   d. To replace human resources.

2. Which of the following refers to the concepts of psychology and sociology that focuses on the influence people have on one another?

   a. Corporate strategy.　　　　　　　　b. Anthropology.
   c. Political science.　　　　　　　　　d. Social psychology.

3. Which of the following refer to situations where an individual is required to define right and wrong conduct?

   a. Diversity issues.　　　　　　　　　b. Human resource problems.
   c. Ethical dilemmas.　　　　　　　　　d. Organisational complexities.

4. According to the Myers-Briggs Type Indicator (MBTI) classification, which of the character below refer to the "intuitive" type of people?

   a. People who are flexible and spontaneous.
   b. People who are outgoing, sociable, and assertive.
   c. People who rely on unconscious processes and look at the importance of situation.
   d. People who want control and prefer their world to be ordered and structured.

5. _____ is **NOT** one of the five factors included in the Big Five Personality Model.

   a. Agreeableness　　　　　　　　　　b. Conscientiousness
   c. Intuitiveness　　　　　　　　　　　d. Emotional stability

6. Nirmala is a manager of finance department. Frequently, she will call employees into her office to comment and highlight their mistakes and weaknesses on their performance. However, she never compliments her employees nor informs them of positive view.

   According to Dark Triad, Nirmala **MOST LIKELY** has which of following?

   a. Machiavellianism.　　　　　　　　b. Narcissism.
   c. Psychopathy.　　　　　　　　　　　d. Beliefs.

Continued...

7. _____ is an example of an affective attitude.

    a. Believing that you did a good job
    b. The observation that most dogs have four legs
    c. The opinion that it is never acceptable to steal
    d. Anger due to unfairly accused of a wrongdoing

8. Which of the following refers to any incompatibility between two or more attitudes or between behaviour and attitudes?

    a. Cognitive dissonance.
    b. Attitudinal clarification.
    c. Values clarification.
    d. Affective reactance.

9. Which of the following refers to the employees who have improved attitudes once they have talked about their experiences with their coworkers?

    a. Simple work tasks.
    b. Emotionally-challenging work events.
    c. Traumatic personal life events.
    d. Sexual harassment experiences.

10. Which of the following refers to the factor that influence the situation where two people see the same thing at the same time yet interpret it differently?

    a. Perceivers.
    b. Target.
    c. Timing.
    d. Context.

11. Which of the following is an example of externally caused behaviour?

    a. An employee is late to work because he overslept.
    b. An employee is late because of car breakdown.
    c. An employee was fired because he violated a company policy.
    d. An employee was promoted because he was hard working.

12. _____ describes the tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behaviour of others.

    a. Fundamental attribution error
    b. Value
    c. Perception
    d. Overconfidence

13. As proposed by Herzberg, a motivating factor includes _____

    a. better company policy
    b. quality of supervision
    c. responsibility
    d. pay

Continued...

14. Intrinsic motivation contributes to the _____ of work; incentives contribute to the _____ of work.

    a. quality; quality   b. quality; quantity
    c. quality; outcome   d. quantity; quality

15. As proposed in expectancy theory, when pay is based on factors other than performance, such as seniority, the _____ relationship tends to be weak.

    a. effort-satisfaction   b. performance-reward
    c. effort-performance   d. personal goal-self actualisation

16. According to the job characteristics model, which of the following indicates the degree to which carrying out work activities generates direct and clear information about your own performance?

    a. Task significance.   b. Autonomy.
    c. Feedback.   d. Task identity.

17. Dayana is a graphic designer in a firm specialising in making logos. Last week, she received client specifications and design. She created the logo and got it reviewed by her immediate supervisor. Then, she made the required amendments until the client was satisfied with her final design.

Based on this situation above, Dayana's job is high in _____ and _____ .

    a. task significance; feedback   b. autonomy; skill variety
    c. feedback; skill variety   d. task identity; feedback

18. Expanding jobs by increasing the degree to which the worker controls the planning, execution, and evaluation of the work is called job _____ .

    a. sharing   b. enrichment
    c. centralisation   d. enlargement

19. Which of the following statements is **TRUE** regarding informal groups?

    a. Informal groups are defined by the organisation's structure.
    b. In informal groups, the behaviours team members should engage in are stipulated by and directed toward organisational goals.
    c. A group of people who come together to protest against a new law is an informal group.
    d. The six members of an airline crew are an informal group.

20. Which of the following indicate role perception?

    a. Others' belief regarding how you should act in a given situation.
    b. The skills required for performing the job.
    c. The social norms that are to be followed while performing the role.
    d. View of how we are supposed to act in a given situation.

21. _____ refer(s) to the acceptable standards of behaviour that are shared by a group's members.

    a. Norms   b. Rules
    c. Status   d. Traditions

22. Which of the following statements **BEST** defines a work group?

    a. A work group's performance is generally greater than the sum of its inputs from individual members.
    b. A work group interacts primarily to share information, rather than to engage in work that required joint effort.
    c. A work group consist of five or more people who work collabouratively.
    d. A work group has a positive synergy and no active group dynamics, resulting in greater outputs.

23. Which of the following refers to the level of performance in teams is greater than individual inputs?

    a. Synergy.   b. Positive affect.
    c. Emotional labour.   d. Cognitive dissonance.

24. _____ teams are an effective way to allow people from diverse areas within an organisation to exchange information, develop new ideas and solve problems, and coordinate complex projects.

    a. Self-managed   b. Problem-solving
    c. Cross-functional   d. Task

25. In communication process, which of the following refers to the one to whom the message is directed, who must first translate the symbols into understandable form?

    a. Editor   b. Receiver
    c. Encoder   d. Sender

26. Zarina and Tya were talking on the phone. Zarina's five year old son fell and started crying loudly. Zarina could no longer hear what Tya was saying.

Based on the situation above, this is an example of _____.

    a. Feedback   b. Decoding
    c. Noise   d. Encoding

27. _____ is used by employees to provide feedback to the top management, inform them of progress toward goals, and relay current problems.

    a. Lateral communication   b. Upward communication
    c. Downward communication   d. Horizontal communication

28. Which of the following statement **BEST** defines leadership?

    a. The ability to influence a group toward the achievement of a vision or set of goals
    b. The process of drawing up formal plans and monitoring their implementation.
    c. The process of carrying out the vision and strategy provided by management.
    d. The process of coordinating and staffing the organisation and handling day-to-day problems.

29. _____ and _____ people are more likely to assert themselves in group situations.

    a. Sociable; manipulative   b. Sociable; dominant
    c. Stern; manipulative   d. Stern; dominant

30. Referring to Ohio State Studies, which of the following statement refers to a leader who is high in initiating structure?

    a. Emphasise meeting the deadlines.
    b. Yell at people in meetings.
    c. Allow workers to define their own standard of performance.
    d. Not monitoring the employees work's progress.

31. _____ power requires acceptance of the leader's authority by members of the organisation.

    a. Referent   b. Legitimate
    c. Expert   d. Charismatic

32. _____ is **NOT** considered to be a power tactic.

    a. Consultation   b. Substitution
    c. Rational persuasion   d. Ingratiation

Continued...

33. Nana has not been handling one part of her duties in a satisfactory manner. As a result, her manager threatens to withhold her promotion.

Based on the situation above, which power tactic is being used by Nana's manager?

   a. Exchange.   b. Ingratiation.
   c. Pressure.   d. Personal appeals.

34. Which of the following factors encourages politicking?

   a. Clear performance evaluation systems.
   b. Role clarity.
   c. Improper guideline for reward allocation practices.
   d. Increase in organisational resource.

35. Which of the following is defined as a process that begins when one party perceives another party has or is about to negatively affect something the first party cares about?

   a. Problem solving.   b. Assessment.
   c. Conflict.   d. Negotiation.

36. _____ conflict hinders group performance while _____ conflict supports the goals of the group.

   a. Interactionist; dysfunctional   b. Functional; dysfunctional
   c. Dysfunctional; functional   d. Dysfunctional; interactionist

37. _____is an example of a functional conflict within an organisation.

   a. Two coworkers trying to decide where to eat lunch.
   b. Two coworkers arguing to decide where to hold the staff retreat.
   c. Two coworkers each trying to get the open managerial position.
   d. Two coworkers who were married getting a divorce.

38. Consumers now meet and share information in chat rooms and blogs. This is an example of changes in the _____.

   a. competition   b. nature of the workforce
   c. social trends   d. world politics

39. The management of a firm threatens to close a manufacturing plant whose employees are resisting an across-the-board pay cut. If the threat is untrue, the management is using _____.

   a. coercion   b. cooptation
   c. communication   d. manipulation

Continued...

40. _____ is an example of a source of individual resistance.

    a. Limited focus of change   b. Product orientation
    c. Fear of the unknown   d. Structural inertia

Section B: True/False Questions (Total:10 Marks).

Instruction: Answers for this section should be shaded on the OMR form. Mark "A" for the TRUE statement and "B" for the FALSE statement.

41. Conflict and power have been major topics of concern for social psychologists.

42. As proposed by Big Five Personality Model, the openness to experience dimension refers to comfort level with relationships.

43. According to Festinger, people seek consistency among their attitudes and their behaviours.

44. A general impression about an individual on the basis of a single characteristic, such as intelligence, sociability, or appearance is called the contrast effect.

45. According to McClelland's theory of needs, high achievers are strongly motivated when jobs have a high degree of personal responsibility and an intermediate degree of risk.

46. Job rotation tends to increase productivity and decrease supervisory workload.

47. In order to avoid status inequity, organisations should remove elements which cause status, such as job titles and chains of command.

48. Teams are an effective means for management to democratise organisations and increase employee motivation.

49. Communication that flows from one level of a group or organisation to a lower level is lateral communication.

50. According to the University of Michigan studies, production-oriented leadership is defined as the extent to which a leader tends to emphasise the technical or task aspects of the job.

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Section C: Fill In The Blank Questions (Total: 10 Marks).

Instruction: Please refer to the table below, fill in the blanks with the most appropriate answer. Answers should be written on the answer booklet provided.

Job sharing	Behavioural	Coercive	Relationship	Personality
Perception	Self-concordance	Sociology	Grapevine	Reference

51. _____ studies people in relation to their social environment or culture.

52. _____ is the sum total of ways in which an individual reacts to and interacts with others.

53. Observation and avoidance are aspects of _____ attitudes.

54. _____ is the process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment.

55. _____ indicates how strongly peoples' reasons for pursuing goals are consistent with their interests and core values.

56. An arrangement that allows two or more individuals to split a traditional job is called _____.

57. The important groups to which an individual belongs are known as the _____ groups.

58. _____ conflicts is referring to interpersonal incompatibilities, tension, and dislike toward others.

59. An informal communication network in an organisation is typically called the _____.

60. _____ power is based on the fear of the negative results from failing to comply.

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Section D: Structured Questions (Total: 40 Marks).
Instruction: Answer ALL questions. Answers should be written on the answer booklet provided.

QUESTION 1

(a) Explain **TWO (2)** types of causes in the Attribution Theory.

(4 marks)

(b) Briefly describe any **THREE (3)** common shortcuts used in judging people.

(6 marks)

[Total: 10 Marks]

QUESTION 2

(a) Briefly describe the **TWO (2)** approaches of employee involvement.

(4 marks)

(b) List and explain any **THREE (3)** variable pay programs used by a company to motivate its employees.

(6 marks)

[Total: 10 Marks]

QUESTION 3

(a) Briefly explain the **THREE (3)** modes of communication.

(6 marks)

(b) Describe the **TWO (2)** methods of persuasive messages.

(4 marks)

[Total: 10 Marks]

QUESTION 4

(a) Provide the **EIGHT (8)** steps involved in the change management process as proposed by Kotter.

(8 marks)

(b) List any **TWO (2)** individual approaches in managing stress at work.

(2 marks)

[Total: 10 Marks]

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